

UNIVERSITY OF CAPE COAST

MANAGING HUMAN RESOURCE FOR PRESENTATION OF RADIO
PROGRAMMES: A CASE STUDY OF GHANA BROADCASTING
CORPORATION, CAPE COAST BRANCH

BY

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DECLARATION

Candidate's declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: Date:.....

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Supervisor's declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the university of Cape Coast.

Supervisor's Signature: Date:.....

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ABSTRACT

This study set out to examine the management of human resource for presentation of radio programmes in the Ghana Broadcasting Corporation, Cape Coast Branch. It was carried to find out the lapses in the management of human resource of the Cape Coast Branch of the Ghana Broadcasting Corporation, and made the necessary recommendations for effective presentation of radio programmes.

The descriptive survey research design was chosen for the study in order to allow the respondents to describe and document aspects of the situation as they were. The stratified and purposive sampling techniques were used to select a sample of 45 respondents out of 61 people who were the study population. Data were analysed using the Statistical Product for Service Solution (SPSS, version 18).

The study found that there was no well-defined and documented programme policy in Ghana Broadcasting Corporation. However, there was co-operation among presenters, management members, senior staff and junior staff of the corporation. Though internal recruitment was important, it limited the presentation of radio programmes in the corporation as new ideas were not injected into radio programmes.

The study recommended that management should consider outsiders who are qualified to host programmes in order to bring new ideas into the presentation of radio programmes. Secondly, management and government should revise upward the salaries and wages paid to presenters of GBC to meet the demands of the time. Other incentives should be made available to attract and reduce presenters' turnover.

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DEDICATION

To Comfort Aba Ashiabi, Maame Hawa, Gifty and Ismaila Quansah.

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LIST OF ABBREVIATIONS

A'Level	Advanced Level
BBC	British Broadcasting Corporation
BECE	Basic Education Certificate Examination
CD	Compact Disk
CNN	Cable News Network
FM	Frequency Modulation
GBC	Ghana Broadcasting Corporation
HND	Higher National Diploma
HR	Human Resource
MSLC	Middle School Leaving Certificate
RSA	Royal Society of Arts
VOA	Voice of America

CHAPTER ONE

INTRODUCTION

Background to the study

An organisation is considered as a systematic group of people brought together for some specific purpose. Organisations consist of people, things, processes and systems. Common to all organisations are people, systemic structure and purpose. It is the people of organisation, the human resource, that make decisions and perform activities that turn organisational goals into reality. Therefore core to the attainment of the organisational goals is based on its human resource. This is because the organisations cannot operate in vacuum. To be able to ensure the maximum use of the people in the organisation, there is the need for a varied and specialized range of tasks of managing the people. This brings the issue of human resource management to the fore.

Human resource management is a term used to describe a key set of principles through which the strategic possibilities of an organisation's workforce and employment structure are evaluated (Nallis, 1994). Human resource management thus plays a central role in an organisation. This is because one of the key challenges to an organisation is to ensure that the structure of the organisation meets its current and future purpose and strategic needs (Howe, 1995). Human resource management activities include recruitment and selection, reward management systems, appraisal, and

employee relations. Other activities include employee training and development, and successful retirement.

Human resource management policies provide guidelines on what should be done within an organisation, and also define the rules of behaviours in the organisation. Policies help to ensure consistencies and fairness of treatment for all the people in the organisation.

For radio programmes to be effective and efficient, especially coming from a national broadcaster as the Ghana Broadcasting Corporation, management must ensure that organisational objectives with respect to human resource management are effectively undertaken. Thus activities such as recruitment and selection, performance appraisal and reward management systems, training and development must be well managed and well combined to get the best from the workers. The objectives of the Ghana Broadcasting Corporation (GBC) include undertaking sound, commercial and television broadcasts, prepare in the field of culture, education, information and entertainment, programmes reflecting national progress and aspirations, and broadcast such programmes in the main Ghanaian languages and English as well as other foreign languages as the corporation may determine. Activities undertaken by the GBC include organising public entertainment for the purpose of broadcasting, to operate transmitting and receiving stations.

The corporation has regional offices in all the regional capitals with the headquarters in Accra. Each of these Regional offices has a Regional Frequency Modulation (FM) radio station which relays selected programmes including the major news bulletins, and also develops local programmes.

The Ghana Broadcasting Corporation has categories of workers such as programme staff, technician and lawyers. The programme staff is made up of producers, presenters and the technical crew on duty. Producers are people who gather the required information and materials for a specific programme. They also ensure that the programme runs according to the corporate objectives. Presenters, on the other hand, are the people who present the programmes on air. They are those whose voices are heard by the audience/listeners of the radio station. Presenters work according to the schedule or cue sheet drawn by the producers. They are considered the hosts/hostesses of the programmes. The technical crew on duty sees to the provision and proper function of the studio equipment such as computers, microphones, telephones and disk players. He/she is always on hand to ensure the programmes are presented/aired smoothly.

Statement of the problem

One of the important resources for any organisation is the human resource: the people who work for the organisation. According to Howe (1995), recruitment and selection of personnel must be of paramount importance to management of organisations. Organisation must therefore have a policy on recruitment, which may indicate how available vacancies will be filled and the personal and professional requirement needed to fill a vacancy.

For employees to be able to carry out their duties successfully, it is important for managements of organisations to provide efficient and effective equipment and logistics. That is, management must ensure that it provides

state-of-art equipment that are needed by the employees to carry out their duties in order to meet the organisation's performance standards.

Cummings and Worley (2001) note that organisational rewards are powerful incentives for improving employee and work performance. Rewards such as pay, bonuses, promotions and other benefits, can produce high levels of employee satisfaction. Therefore, in order to get the best performance from the employees, management must ensure that they are well rewarded. A "well paid" worker of an organisation can give off his or her best knowing that he or she has "a good pay".

In addition, a mechanism which ensures the welfare of the employees will also enhance performance. To ensure that the employees carry out their duties as expected by employers the supervisor must play a key role. That is, other employers who are assigned the responsibility of ensuring that other employees carry out their work well should also do so, as well as that.

Currently in Ghana Broadcasting Corporation (GBC), training of employees is by the corporation's training school where non-professionals are taken through a specified period of training before they are offered the opportunity to practice. Again, aspects of training or some form of training is offered through seminars, workshops, on-the-job training or mentorship. To bring the performance to international standards selected employees also undergo periods of attachment with well established international press house such as Cable News Network (CNN) in the United States of America, Deutsche Weller in Germany, British Broadcasting Corporation (BBC) in the United Kingdom and the Voice of American (VOA) in the United State of America.

The On-Air Studio of all the branches of the Ghana Broadcasting Corporation have been refurbished with state-of-the-art broadcasting equipment and transmitters of high capacities have been installed and the attempt have been made to ensure the necessary logistics are available for the presenters to air quality programmes.

A well structured wages and salaries administration, incentive system as well as a welfare package are operational in the Ghana Broadcasting Corporation. Regarding supervision, the Ghana Broadcasting Corporation has a well laid down organisation structure that defines the line of authority and supervision. These include Heads of Departments, News Editors, Heads of Programmes, and Regional Directors.

However, training given to the employees of the corporation is inadequate. There are occasions where employees who join the corporation do not receive any training apart from the initial ones they had before they were employed. Again, seminars and workshops are not frequent and they may not cover all departments and all employees. Training and development of staff is therefore not sufficient.

The corporation experiences limited logistics. Various regional offices of the corporation need urgent logistical support. Such as vehicles, recording machines, reporter's jotters, CD players, monitoring sets, batteries and television cameras.

Comparing the salary structure of the Ghana Broadcasting Corporation with other established private radio stations, the salary structure is not worth mentioning. This is because the salaries of the employees of the Ghana Broadcasting Corporation are below those at well-established private stations.

For instance in 2006, a radio presenter in Ghana Broadcasting Corporation is paid GH¢160.00 while his/her counterpart at Joy FM, a private radio station in Accra was paid GH¢480.00 (GBC Finance Section, 2006). A cursory comparison within the radio industry indicates that the incentive and welfare packages do not seem attractive when compared with other institutions both public and private.

Even though the GBC has a recruitment policy that spells out the personnel requirement needed to fill a vacancy, this has on some occasions, not been followed. People with qualifications or backgrounds different from what has been prescribed have been employed. On other occasions, people who are known not have gone through the selection process also find themselves employed in the organisation.

Supervision in Ghana Broadcasting Corporation cannot be described as the best. Some employees are appointed to supervisory positions due to how long they have stayed in the system, and not how well they can perform their duties. Again, when appointed as supervisors, these employees do not receive any training, formal or informal that will equip them to carry out their duties very well. The resultant effect of the above is that quality of programming and programmes presentation is compromised. The audience of Ghana Broadcasting Corporation's programmes have always called for quality services.

This research is to examine the lapses in the management of human resource of the Cape Coast Branch of the Ghana Broadcasting Corporation, and make the necessary recommendations for effective presentation of radio programmes.

Objectives of the study

The main objective of the study is to find out how the Ghana Broadcasting Corporation, Cape Coast Branch manages its human resources for presentation of radio programmes.

The specific objectives of the study are to:

- discuss the recruitment and selection process of presenters of GBC, Cape Coast Branch.
- discuss how in-service training programmes affect the knowledge and skills of presenters.
- determine the extent to which salaries and wages influence presenter's performance.
- describe the incentives and welfare packages for presenters of the Ghana Broadcasting Corporation.
- Ascertain whether the current equipment and logistics at the disposal of the corporation enhance good output or motivate presenters to give of their best.
- make recommendations based on the findings of the study.

Research questions

Five research questions were set to direct the study. These are:

- How are presenters of GBC employed?
- How do in-service training programmes affect the knowledge and skills of supervisors?
- How do salaries and wages influence presenters to perform well?

- What are the welfare and incentive packages for presenters of the Ghana Broadcasting Corporation?
- How does the provision of the requisite equipment and logistics enhance the performance of presenters?

Significance of the study

Generally, the study will bring to light the problems of managing human resources. This will assist the Ghana Broadcasting Corporation to put in the necessary measures to ensure quality programme presentation so as to stand the competition brought about by the liberalization of the airwaves. Specifically, it will assist the Central Regional Office of the Ghana Broadcasting Corporation to be able to carry out its mandate effectively by developing and presenting local oriented programmes.

When the recommendations of this study are implemented, it will assist in increasing the revenue base of the regional office. This is because presenters will be able to develop and present quality programmes that will attract sponsorship from individuals and corporate bodies.

Again this study will serve as a blue print for radio stations regarding how to manage their presenters in order to enhance their performance. It would also serve as a basis for further research work in human resource management in the media generally, and radio specifically.

Delimitation

The study is delimited to the managing of human resources because the human resources of any organisation is considered as it most prized and

valid assets. Therefore attention must be given to it and this study does that. For any radio station to be attractive to individuals and corporate sponsors the quality of the programming and programmes presentation play a very vital part and therefore the research deem it necessary to consider it.

The Cape Coast regional station was selected since it has characteristics common to all the other regional offices as well as the national headquarters of the Ghana Broadcasting Corporation. The results of the study can therefore be generalized. Historically, the Cape Coast office serves as the “mother” of all the other regional branches since it was the first rediffusion centre (Relay Station) to be opened outside Accra in 1936 (GBC, 1995).

Organisation of the study

This study is organized in five chapters. Chapter One presents the background to the study, statement of the problem, research questions and significance of the study among others. Chapter Two reviews literature related to the study. Issues reviewed include the establishment of broadcasting in Ghana, recruitment and selection, salary and wage administration, welfare and incentive packages, organisational training programmes and the role of equipment and logistics in an organisation. Chapter Three discusses the research methodology. It deals with research design, study population, sample size and sample procedures, data collection procedures and data analysis. The fourth chapter focuses on results and discussion, while chapter five presents summary, conclusions, recommendations and areas for further studies.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter deals with a review of literature relevant to the study. Among the issues covered are establishment of Broadcasting in Ghana, recruitment and selection, salary and wage administration, welfare and incentive packages, organisational training programmes, and the role of equipment and logistics in an organisation.

Establishment of broadcasting in Ghana

The idea of radio was introduced into West Africa in 1934 by Governor Sir Arnold Hodson who had then been transferred from Sierra Leone with the noble help of his contemplate F.A.W Byron, an electrical engineer. They immediately set to work on the establishment of wired radio distribution system in Accra and on 31st July, 1935, the silver jubilee of the coronation of King George V provided an opportunity for experimenting with diffusion broadcast when the voice of King was heard in the European service. The diffusion broadcast station was later known as station Zoy. By the end of the year, there were 400 subscribers and by February 1936, 750 homes in Accra were wired to receive broadcast from transmitters of the empire service (Ansah, 1985).

The aim of broadcasting was clearly spelt out in British-ruled tropical Africa as extension relay or rediffusion system of what became as the Europe service in 1932 (Ansah, 1985). A jubilee lecture by Ansah in 1985 stated that radio was to cater for the information, cultural and entertainment needs of the political and educated elites who consisted of European settlers, Colonial administrators and the small group of educated Africans. It was primarily aimed at enabling Europeans in Africa to maintain political and cultural links with the metropolitan countries. Ansah (1985), elucidated that, in the case of the French colonies, it was also intended to spread metropolitan culture among the “assimilated” and educated Africans.

Even though in most places, radio as a means of reaching African was an afterthought at least in the case of Gold Coast, the purpose of using broadcasting for general and political education was enunciated quite earlier on. Right from the beginning, Governor Hodson intended that radio should be a tool for in – and – out – of – school education and he planned that a transmitter be installed in Accra to half an hour each day to schools. This was to be the responsibility of each Education department. Additionally, it was to provide information with regard to government policy and the activities of the various departments, with suggestions as to how teachers and pupils may assist in giving effect to schemes for the general betterment of the community. The importance that Governor Hodson attached to radio as a tool for education was underscored by the fact that by March 1939, facilities had been provided for school children in 17 towns to listen to radio.

With the attainment of independence, it became necessary to adapt broadcasting to the needs and objectives of the nation (Ghana). These needs

and objectives could broadly be summed up as national integration and socio-economic development. According to Ansah (1985) most African countries (of which Ghana is not an exception) were faced with a crisis of identity after independence. This crisis he continues stems from the fact that the people of the country saw themselves more of belonging to a nation. There was therefore the need to inculcate nationalism rather than sectionalism which required the Creation of national symbols. In the case of Ghana, the Ghana Broadcasting Corporation became such a symbol where programmes covering all major ethnic and regional groupings as well as languages were produced and aired.

Commercial broadcasting was introduced in the early 1960s .GBC to give the business community and other individuals the chance of selling their goods and services through the fastest available means-radio and television. It was also intended to generate revenue to supplement government subventions and thereby lighten the burden of the taxpayer. However the commercial service was not expected to be “insensitive to the educational and cultural needs of the community”. This implies therefore that at the core of the GBC is the promotion of national integration.

Through the years, the Ghana Broadcasting Corporation has been through reviews and transformations in its operations to meet the changing needs of the mass media landscape. Through these periods, the corporation has moved from under a direct state control to be under a constitutionally established regulatory body-the National Media Commission, which oversees all activities related to state-owned as well as private media

Recruitment and selection

Human resource is the lifeblood of any organisation. It is known as the staffing function, which is usually perceived as the initial step in bringing people into the organisation; even though, there are a number of steps to undertake such a strategic human resource planning, before a candidate is brought into an organisation. The basic objective of recruiting job candidates is to attract not only numbers but quality of personnel (Jerris, 1999).

Management function of employment involves the task of hiring the personnel required. It is the manpower planning which determines the number and kind of personnel required (Bose 2002). However, according to Noe, Hollenbeck, Gerhard and Wright (1996), it is difficult to always predict exactly how many (if any) new employees an organisation will have to hire in a given year in a given job category. The role of human resource recruitment is to build a supply of potential employees that an organisation can draw on if the need arises.

According to Bose (2002), recruitment is an activity of getting interested applicants and providing a pool of prospective employees so that the management can select the right person for the right job from this pool. Recruitment stimulates people to apply for a job, it is a positive process. Flippo (2001) notes that recruitment is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs vacancies in an organisation. Recruitment consists of any practice or activity carried on by an organisation with the primary purpose of identifying and attracting potential employees (Noe, Hollenbeck, Gerhard and Wright 1996). Mathis and Jackson (1994) also define recruitment as the process of generating a pool of

qualified applicants for organisational jobs. If the number of available candidates only equals the number of people to be hired, there is no selection; the choice has already been made. In this regard, the organisation must either leave some openings unfilled or take all the candidates.

Recruiting efforts may be viewed as either continuous or intensive. Continuous efforts to recruit have the advantage of keeping the employer in the recruiting market. Mathis and Jackson (1994) opined that intensive recruiting may take the form of a vigorous, recruiters campaign aimed at hiring a given number of employees, usually within a short period of time. Such efforts may be the result of failure in the Human Resource Planning. This process system is to identify needs in advance or to recognize drastic changes in workforce needs due to unexpected workloads.

Effective utilization of the human resource is dependent upon good management. Managing inflow of human resource of organisation concerns recruitment and selection. These two activities are separate but these processes are inextricably linked together and their aims and objectives are the same. They are both concerned with securing suitably human resource for the organisation so that its objectives could be achieved.

The important role of recruitment and selection can be represented in Figure 1. The need for employees in an organisation is brought about through manpower forecasting or human auditing. The organisation therefore has an option of recruiting and selecting labour internal or externally. Prospective employees are therefore recruited and selection for the qualified applicant to be employed into the organisation.

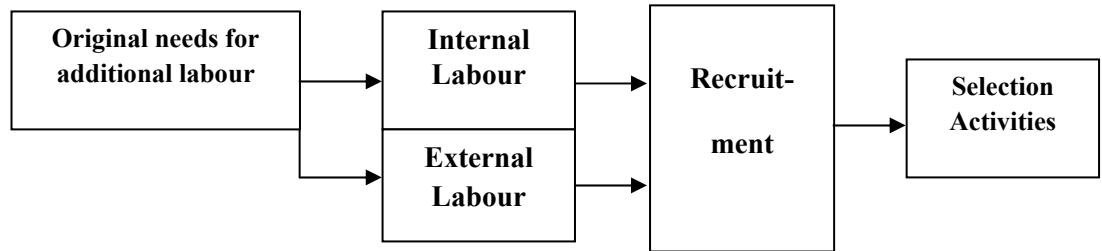


Figure 1: Linking roles of recruitment and selection

Source: Cole (2002)

The need for employees in an organisation is brought about through manpower forecasting or human auditing. The organisation therefore has an option of recruiting and selecting labour internal or externally. Prospective employees are therefore recruited and selection for the qualified applicant to be employed into the organisation.

Mathis and Jackson (1994) opine that a human resource plan helps determine the current and projected need for people in various job categories and any cultural diversity goals an organisation may set. The recruitment and selection processes then operationalise the Human Resource plan. Thus, recruiting efforts translate human resource plan into action. They also fill openings when unexpected vacancies occur. Even during periods of reduced hiring implementation of long-range plans means keeping in contact with outside recruiting sources to maintain visibility while also maintaining employee recruiting channels in the organisation.

Recruitment is the first major step in implementing the staffing process. Its principal purpose is to attract sufficient and suitable potential employees to apply for a job vacancy in an organisation. In practice, the

objective of a recruitment procedure is to attract genuinely suitable candidates and carefully examine their credentials in order to produce a short list for further investigations to be made in the selection procedure. Recruitment immediately precedes selection. Taylor (1947) and Fayol (1949) state that research provides further insights into the need for an organisation to carefully select the people to fill the positions they are best suited for so as to reduce the cost of selection. Taylor (1947) postulates the need to carefully select people and train them in scientific production method. Selection in every organisation should be based on merit and this traces its roots to the days of the classical school of management.

In a large organisation, a manager notifies someone in the Human Resource (HR) unit that an opening needs to be filled. Submission of a requisition to the HR unit, much as a supply requisition is submitted to the purchasing department is then carried out. This is a common way to trigger recruiting efforts. The HR representative and the manager must review the job description and job specification so that both have clear and up-to-date information on the job duties and the specific qualifications deserved of an applicant. Familiarity with the job makes it easier to identify the minimum qualifications someone needs to perform the job satisfactorily. Following this review, Internal sources of available recruits through transfer promotions and job posting usually are checked first. Then external source are contacted as required and all applicants are screened through the selection process. Follow-up is necessary to evaluate the effectiveness of the recruiting efforts and to tie those efforts back into the human resource plan and ongoing recruitment activities.

As noted by Tyson and York (1982), the selection procedure serves to choose the best individual for a particular job from the candidates made available through the recruitment process. Although specific consideration within the recruitment and selection process may affect the manner in which a company recruits, best practices suggest that particular steps are common to most organisations. Crane (1999) notes that the element of the selection process include application blank, interviews, test, assessment methods, background checks, physical examination, and assignment on the job. The process of selecting candidates includes offering employment, obtaining references and preparing contracts of employment.

Appleby (1994) states that the position of the economy of a country has a marked effect upon the employment of personnel and hence upon recruitment and selection. Economic uncertainty may cause people to remain in their present jobs, and discourage them from moving elsewhere, particularly when finance from building societies and banks is difficult to obtain. Married people with children may be less disposed to move and movement will mainly be among younger persons. Growth industries may therefore find it difficult to obtain the experienced persons required. Recruitment is a set of activities designed to attract a qualified pool of job applicants to an organisation. Emphasis on the word qualified is important.

Selection and placement of employee

Wagner and Hollenbeck (2002) indicate that selection and placement programmes enable managers to assess people and jobs, and then try to match up the two in a way that maximizes the fit between the abilities and traits of

the individual and the abilities and traits required for the job. Selection is the process of choosing from a pool of applicants the person or persons who offer the greatest performance potential. According to Schermerhorn (1996), selection follows six steps namely filling application forms, interviews, writing employment test, reference checks, physical examination and decision to hire or reject.

Application forms declare the individual a formal candidate for a job. It documents the applicant's personal resume often included with the job application. Interviews are extremely important in the selection process because of the need to fill a vacancy. There are six steps involved in conducting an interview:

- Plan ahead: In planning ahead the job specifications and job description, as well as the candidate's application.
- Create a good interview climate to allow sufficient time: Choose a quiet place; act open and friendly, show interest and give the candidate your sincere attention.
- Conduct good-oriented interview: Know what information you need, and get it, do not forget to look for creativity, independence and a high energy level candidates.
- Avoid questions that imply discrimination: Focus all questioning on the job applied for and the candidate's acquired qualification for it.
- Answer the questions asked of you and even some that may not be asked: The interview has to do your part to create a realistic job preview.

- Write notes on the interview immediately upon completion:
Document details and impressions for later deliberation and decision making.

Employment test is often used in the screening of jobs applicants. Some common employment tests are designed to identify intelligence, aptitudes, personality and interests. Reference checks are inquires to prior employers, academic advisors, co-workers and/or acquaintances regarding the qualifications, experience, and past work records of a job applicant. Physical examination is a health check that ensures that the person is physical capable of fulfilling job requirements. It may be used as a basis for enrolling the applicant in health related fringe benefits such as life, health and disability-insurance programmes.

The final step of the selection process is decision to hire or reject a job applicant and this usually rests with the manager. The best selection decisions are likely to be ones made in consultation with others including potential co-workers and ones based on information obtained from a variety of screening devices

Sources of recruitment

Noe et al (1996) indicate that another critical element of an organisation's recruitment strategy is its decisions about where to look for applicants. The total labour market is enormous and spread over the entire globe. As a practical matter, an organisation will draw from a small fraction of that total market. The methods the organisation choose for communicating its labour needs and the audience it targets will determine the size and nature of

the labour market the organisation taps to fill its vacant positions. An organisation may emphasize internal or external sources of job applicants. Internal sources are employees who currently hold other positions in the organisation. Organisations recruit existing employees through job posting, or communicating information about the vacancy on bulletin boards, in employees' publications and anywhere else the organisation communicates with employees. Managers emphasize promotions and even latterly moves to achieve broader career experience can give applicants a favourable impression of the organisation's jobs.

Mathis and Jackson (1994) explain that internal recruitment sources include present employees, friends of present employees, former employees and previous applicants. Promotions, demotions and transfers also can provide additional people for an organisational unit, if not for the entire organisation. For the employer, relying on internal sources offer several advantages, first, it generates applicants who are well known to the organisation. In addition, applicants are relatively knowledgeable about the organisations vacancies, which minimize the possibility of unrealistic expectation about the job. Finally, filling vacancies through internal recruitment is generally cheaper and faster than looking outside the organisation (Noe et al, 1996).

Mathis and Jackson (1994) posit that among the ways in which internal recruitment sources have an advantage over external sources is that they allow management to observe the candidate for promotion or transfer over a period of time and to evaluate that person's potentials and specific job performance. Secondly, an organisation that promotes its own employees to fill job openings may give its employees added motivation to do a good job. Employees may

see little reason to do more than just what the current job requires if management's policy is to hire externally. This concern is indeed the main reason why an organisation generally considers internal sources of qualified applicant first.

Organisational training programmes

Training has been defined as a formal and systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience (Armstrong, 2006). Training means investing in people to enable them to perform better and to empower them to make the best use of their natural abilities. The fundamental aim of training is to help the organisation achieve its purpose by adding value to its key resource the people it employs.

Armstrong (2006) supports this assertion when he notes that to understand how training should be developed and operated within an organisation, there is the need to first appreciate learning theory as training is the modification of behaviour which occurs through learning. The objectives of training include the development of the competencies of employees and improve their performance, to help people to grow with the organisation so that the organisation's future human resource needs can be met from within, and to equip employees with the requisite skills needed to provide higher levels of service to customers.

The concept of systematic training was originated by the industrial training Boards in the late 1960's. It is a training which is specifically designed to meet defined needs. It is planned and provided by people who

know how to train, and the impact of training is carefully evaluated. Armstrong (2006) posits that systematic training is based on a simple four-stage model expressed as:

- Define training needs
- Decide what sort of training is required to satisfy the needs.
- Use experience and training trainers to plan and implement training.
- Follow up and evaluate training to ensure its effectiveness.

This model provides a good basis for planning training programmes, but it is over simplified. Training is a more complex process than the model. Another drawback to the concept is that insufficient emphasis is placed on the responsibilities of managers and individuals for training. Under this influence of the training boards a “training industry” developed in the 1970’s which imposed or tried to impose over elaborate and bureaucratize routines on industry and commerce, an “industry” which, understandably was largely dismantled. But the essential validity of the concept of systematic training was not destroyed by the fact that it was badly implemented. Kenney and Reid (1994) suggest that planning training is a deliberate intervention aimed at achieving the learning necessary for improved jobs performance.

Manpower Service Commission (1981) conceives of training as the process of identifying inputs, outputs, components and subsystems and then seeking to identify the contribution that training can be to improve the operation by enhancing the contribution of the human components (people) as opposed to machinery and operational procedures. The system approach is next applied to the training design of the organisational training programmes where the components are learning strategies and people, and the objectives

are in terms interaction between training and the operation to produce a feedback which can be used to improve subsequent training. The systems approach is concerned with the preparation of training plans to take account of all the factors and variables that might affect learning.

The programme of training for a job in one part of the organisation might be affected by events elsewhere, within or outside the company, and the design of the course must take into account these interactions. Training must have a purpose and that purpose can be defined only if the learning needs of the organisation and the groups and individual within it have been systematically identified and analysed. Armstrong (2006) suggests that training needs analysis is partly concerned with defining the gap between what is happening and what should happen.

Morrissey and Warr (2001) state that radio training unit gives training for people wishing to enter the industry as well as those who are already employed. It runs a number of schemes, one of which is a type of apprenticeship which involves a work placement. Most course members are graduates who have been employed for six months or more. It also provides short courses on media techniques such as giving interviews, writing press releases and others.

Methods of training

After decisions on the objectives, content and length of training programmes have been determined, the actual training can begin (Armstrong, 2006). Regardless of whether the training is job related or developmental in nature, a particular training method must be chosen (Mathis and Jackson,

1994). The methods vary from organisation to organisation depending on the organisational needs. Training in organisation, notwithstanding the common training methods that exists in most organisations include on-the-job training, simulation training and classroom and conference training. Training methods include in-company, on-the-job and off-the-job, and external off-the-job. On-the-job-training refers to training methods in which a person with jobs experience and skill guides trainees in practicing job skills at the workplace (Noe et al, 1996). It is the most common type of training at all level in an organisation. Whether or not the training is planned, people learn from their job experiences, particularly when these experiences changes over time.

Another type of training that sometimes exists in organisation is the classroom and conference training. Mathis and Jackson (1994) indicate that training, seminars, courses and presentation can be used in both job-related and developmental training. Lectures and discussions are major part of this training. The numerous management development courses offered by trade associations and educational institutions are examples of conference training. Company conducted short courses; lectures and meeting usually consist of classroom training, whereas company sales meetings are a common type of conference training. This type of training frequently makes use of training techniques such as case discussions, films and tapes to enhance the learning experience.

With regard to training and career development, Nankervis (2002) observes that training and development activities have generally not been given a high priority in this sector. He notes that there is the need for radio station to add value to their employees' innate competencies for both

productivity enhancement and maintenance purposes. He adds that training and development programmes can provide employees with performance incentives.

Welfare and incentive packages

After employees have been engaged in services or productive activity by an organisation, policies have to be put in place to serve as guiding principles to retain and maintain the employees to serve the organisation better. Dawre (2001), states that welfare means feeling or doing well, it is a comprehensive term and refers to the physical, mental, moral and emotional well-being of an individual. Welfare is a relative concept, relative in time and space. It varies from time to time. In the view of Noe et al (1996), incentives and benefits have important roles in implementing the organisations strategies. A high level of incentives and benefits relative to that of competitors can ensure that the company attracts and retains high quality employees, but this might have a negative impact on the company's overall labour force. By tying incentives and benefits to performance the company can elicit specific activities and levels of performance from employees.

The essential characteristic of incentive payment is that earnings are related directly to output. Miner (1992) notes that a standard performance is normally established for each job in the case of individual incentive, or an interlocking group of jobs in the case of group incentives. The employee's earnings are then promptly and automatically varied in accordance with some established formulary that relates either individual or group performance to the standard.

Wagner and Hollenbeck (2002) state that the two general solutions that organisations employ to battle problems are tight monitoring compiled with punishment and blind trust complied with rewards.

Although many different theories of work motivation exist, most share some common element, such as goals, feedback and incentives. What is new in the area of work motivation, however, is the degree to which modern technologies can sometimes create or in other cases eliminate motivational problems.

Traditional incentives

The earliest attempt to study incentives and performance system in relation to managing human resource dates back to Dessler G's human resource management in 1988. Torrington and Hall (1998) report that incentives and performance are part of a complex arrangement to express and to maintain the working relationship between the employer and employee. Incentives and performance are demonstrated in not just what the management of an organisation is trying to achieve, but also what the managers believe about the relationship. Incentive system frequently represents a working relationship in which management and employees are far apart with considerable mutual mistrust and little common interest. Rees (1991) considers incentives to employees as the main driving force for performance. But to him the concept of motivation in management does not necessarily lead to a state of happiness for the employees. Towers (1994) states that piece-work is the oldest and simplest form of wage incentive. Here operators are

paid according to the number of pieces they produce, pay is proportional to effort, the more units produced the larger the reward.

Megginson, Byrd and Megginson (2000) observe that incentive payments can be paid in the form of incentive wages, bonuses, commissions and push money. Incentive wage is the extra compensation paid for all production over a specified amount is effective in situation where a worker can control the value of sales or production. Bonus is an amount gives to employees either for exceeding their production quotas or as a reward on special occasions. Commission consists of a given amount per sale or a percentage of sales, is used extensively to reward sales people, especially in retailing. It is particularly useful in rewarding door-to-door selling of items but it is also used by most departmental stores and similar retail outlets and is the only form of compensation for real estate agents. Push money is a reward given to employees for selling an item that business is making a special effort sell to sell to its customers.

Miner (1992) cites two basic types of incentive systems: merit-pay and bonus system. Merit-Pay System provides greater wage or salary increases to those who perform better. Bonus system provides for a lump-sum payment each time performance is rated good. Within each of these types of systems, the monetary incentive may be given to individuals based on their performance or to all members of a group based on the group performance or to all or some employees based on organisational performance. The individual may plan do a better job that may attract pay to performance and thus providing contingent rewards, but they may do so at the cost of producing negative side effect and discouraging co-operation.

Salary and wage administration

Some people work for wages and salaries which enable them to work harder to increase their organisational productivity. According to Miner (1992), although the term “wages” is often used to include all monetary payments based on time worked, there is a more limited definition that equates wages with an hourly rate. Such hourly rate has been the tradition in factory employment in contrast to the weekly or monthly salary characteristic in the office situation. Where employment is intermittent and layoffs are frequent, there is probably a good reason to maintain an hourly rate. But under none stable conditions; the use of a regular salary seems to offer a number of advantages.

Miller (1978) notes demands for greater salary are not often made from an analysis of the relationship of productivity to pay. Rather, demands for increased salary are often the result of a general lack of reinforcement. In his opinion the employee believes that if he/she is paid more, he/she will feel better. But increased salary resulting from pressure applied by employees only reinforces the behaviours of applying pressure. Increasing salaries does not reinforce productive behaviour and does not result in greater satisfaction.

According to Blunt and Popoola (1985), salary administration in theory should be concerned not only with the establishment of the worth of job through job evaluation, but also with individual performance and its reinforcement. Salary cannot by itself ensure that the link between performance and reward is made and sustained. This depends on the development of new sets of values, particular among senior management in the public organisations.

In an organisation where there is no salary administrative plan, it is necessary, first, for the individual introducing the new system to obtain a clear picture of the organisation's structure. This will allow him/her to see how the organisation divides labour into distinct tasks and achieve coordination among them and to ascertain the number of employees in each section or department and the organisation as a whole. Second, if he/she is not already familiar with the custom, he/she will hold discussions with managers and workers at different levels of the organisation to assess the nature of the existing determinant of remuneration (Mintzberg, 1979; Blunt and Popoola, 1985).

Mullins (2005) asserts that pay rates had been either unilaterally used by employers, often on the basis of the "market rate" for the particular occupation, or through the declining, process of collective bargaining with recognized trade unions. There are legal provisions, inter alia, set minimum hourly rates of pay, limit weekly maximum hours of work and require workers to receive minimum paid holidays. Employees have the potential to change the traditional "voluntarism" nature of the employment relationship where employers were free to agree on these important matters either directly with workers or through their workers representatives. A pay structure defines the different level of pay for jobs or groups of jobs by reference to their relative internal values as determined by job evaluation (Armstrong, 2006). External relativities as established by market rate surveys and, sometimes, to negotiated rate for jobs but some organisation use spot rate for all or some of their employees and although this approach does not constitute a pay structure, spot rate system can be expanded by developing individual job grades.

Needle (1999) states that an important aspect of the interaction of labour and production is the issue of pay. Pay acts as an incentive for the individual worker to participate in the production process and may also be used by management as a control device. These functions operate side by side. Payment by results takes many forms but each subscribes to the principle of extra payment for increased output subject to quality wastage and machine utilization.

In Mayer's (1975) view, the establishment of work standards permits the firm to determine the efficiency of employees assigned to the tasks involved. The existence of such standards is not always sufficient in itself to provide the work force with the necessary incentive to maximize its efficiency. Consequently a firm may decide to pay the more productive employee a bonus whose magnitude will vary in some proportion with the employee's output. In brief, the firm offers a financial incentive which is called a "wage incentive".

Stevenson (1996) indicates that an individual incentive plans take a variety of forms. The simplest plan is straight piecework. Piecework is a worker's pay is a direct linear function of his or her output. In the past piecework plan were fairly popular but minimum wage legislation makes them somewhat impractical. Many of the plans currently in use represent variations of the straight piecework plan.

Stevenson (1996) indicates that compensation is a significant issue for the design of work system. It is important for organisations to develop suitable compensation plans for their employees. If wages are too low, organisation may find it difficult to attract and hold competent workers and managers. On the other hand, if wages are too high the increased cost may result in lower

profits or may force the organisation to increase its prices, which might adversely affect demand for the organisation's products or services.

Pay and conditions of service

In addition to legal factors, many variables influence what employees consider a fair wage (Megginson et al, 2000). First, employees think they should be paid in proportion to their physical and mental efforts on the job. Employees normally, feel that the standard of living and cost of living in the area also matter. Unions help set wages in a geographic area through collective bargaining, whether the company itself is unionized or not. The employers' ability to pay must ultimately be the deciding factor.

In actual practice, most small businesses pay either the minimum wage or the same wages that similar businesses in the area pay. If you pay less than the productivity wage, you may have difficulty finding employees. Conversely, you cannot afford to pay much more unless your employees are more productive. Many small businesses use some form of financial incentive to motivate their employees to use their initiative and to perform better. Some of the more popular financial incentives are the merit increases, incentive payments and profit sharing. Employee benefits are sometimes called fringe benefits. These are the rewards and services provided to employees in addition to their regular earnings.

Salaman, Storey and Billsbery (2005) cited in Rubery (1997) indicate that pay system within organisations are notoriously subject to conflicting pressure and influences and reflect as much past history as current needs and realities. The sources of influence on pay are the need to recruit and retain

workers, to relate pay to accepted skill and supervisory hierarchies, and to provide incentive for, or at least to avoid disincentives for, activities consistent with the overall business strategy or goals of the organisation. Each organisation will make different compromises between these potentially conflicting objectives. Pay system can only evolve gradually because of resistance to real cuts in money wages as a result changes normally come about through differential rates of increase, not through complete restructuring of pay relationships.

Oldcorn (1989) states that “pay and conditions” is a short-hand phrase for all the benefits an employer brings or could bring to an employee, ranging in importance from basic wages and salaries through bonus systems and hours of work to such intangible as the physical conditions of the place of work. There are several important policy matters relating to this aspect of personnel management. These include:

General levels of pay; where many organisations except the public sector try to have general pay levels roughly similar to “the going rate”. Many firms have a policy of deliberately paying higher or lower rates of pay than ordinarily found.

Merit award; this has been recognized for a long time that some individuals work harder and with a higher quality of results than others. It is a matter of policy if, and how far, this should be recognized and rewarded.

Profit-sharing scheme is another form of incentive which gives all employees a share in the profits of a firm. This may be a fixed percentage of the profits of a firm, so that if the firm had a bad year no bonus would be given, but in a boom time, the bonus could be high.

Fringe benefit is a matter of policy whether an organisation gives its employees any other benefits besides basic pay. It may include cars, pension funds, free or cut-price meals, interest-free loans, long holidays and shorter working hours.

Wages

Blake and Lawrence (2005) opine that in the United Kingdom successive governments have set up wages councils for a number of individual industries. They added that generally these have been created for industries where there are a large number of employees making normal wage bargaining difficult. They explained that a wage council normally includes representatives of the employers, the unions and independent members appointed by the government. Grosse and Kujawa (1992) indicate that in the United Kingdom, wages are almost constantly subject to scrutiny, and if workers or unions feel that higher wages are necessary or desirable, a new round of wage bargaining can occur at any time.

In Germany, wages set in industry-wide negotiations are paid by all firms in the industry. The firms also pay wages increments, depending on the labour market conditions they face, their profitability or the intensity of their workers' demands. Strikes in support of wages increments are illegal when an industry-wide agreement which covers wages minimum at firm's party to industry-wide bargaining is in effect. Moreover, the social and culture environment is not usually supportive of random strikes over economic issues by small, shop-level groups. German labour contracts do not contain

provisions for cost-of-living wages increase. Wage increases lay inflation (Grosse and Kujawa, 1992).

In Japan, industry-wide wage bargaining occurs during Shunto and the unions wage increase targets reflect the recent inflation experience (Grosse and Kujawa, 1992). Pay indicated that pattern unions in each industry lead the way during Shunto. These unions are usually in firms with strong financial positions, and other unions in other firms push to initiate the wages they negotiate. Cost-of-living increases are part of Shunto's wage targets. These increases lay inflation, but the pattern wage, which is based on the most profitable firms at a cost disadvantage.

In United States of America, wages have traditionally been among the highest in the world. Grosse and Kujawa, (1992) explained that changes in basic wage rates, within the union-management context, are reflected in labour contracts. They said such changes are programmed over a period of time.

In Ghana, the situation is not much different Labour Act, 2003 (Act 651) clearly states that two or more workers employed in the same undertaking may form a trade union. Two or more employers in the same industry or trade, each of them employs not less than fifteen workers may form or join an employer's organisation. According to Obeng-Fosu (2002), trade unions are essentially association of workplace formed to safeguard and improve upon the working conditions of their members and more generally to raise their status and promote their vocational interests. The purpose of trade unions varies from country to country, and also from period to period which may focus on:

- Protection of workers and provision for their security.

- Improvements in standards of living and working conditions.
- Rising of the vocational status of their members.

Ball and Mcculloch (1996) also explain that, although some countries call their price and wage contrasts “voluntary” government can apply pressure to companies or labour unions that raise prices or demand wage increase above established percentages. They further stated that in communist countries, the government or its agencies just set prices of goods and wages. There are no significant free markets and no effective labour unions that are not government agencies. Most non communist countries also have some price and wage control laws.

The role of equipment and logistics

Purchasing of materials and equipment are management activities in many small organisation, especially manufacturers and retailers (Boachie-Mensah and Marfo-Yiadom, (2005). Stokes (1991) notes that equipment can be categorized as:

- Production machinery and equipment: is specific to the type of manufacturing process.
- Communication equipment deals with telephone, fax, word processing, E-mail and internet.
- System equipment includes computer, hardware and software for a variety of application including word processing, accounts, databases and stock control. Cash registers and tills for retail outlets are also often part of a wider computerized system.

- Personal equipment includes cars, mobile phones, and portable computers.

People attach importance to each type of equipment depending on the type of service they engage in. In a situation of effective delivering of quality service, the organisation may be a position to provide them. In the opinion of Hernritz, Farell, Giunipeno and Olchin (1991), logistics involve process of planning, implementing, and controlling the efficient cost-effective flow and storage of raw materials, in process inventory, finished goods and related information from the point of origin to the point of consumption for the purpose of conformity to customer requirements. Weele (2000) notes that the term logistics stems from military organisation and was in use in the days of Louis XIV of France. Even then it was clear that the effectiveness of the weapons, the fighting strength and the fighting spirit of the soldiers.

Noe, Hollenbeck, Gerhard and Wright (1996) indicates that equipment is the technology and machinery necessary to transform raw materials into products. They are necessary items or tools needed for a particular purpose. A presenter or broadcaster may use scribing pad, pen, and recorder to produce a credible news or programme. Equipment is very essential to the productive base of every organisation. In large organisations, the organisation of service and suppliers of this equipment is known as logistics. In broadcasting circles, the term equipment is a supporting facility, which is the physical environment of a place, comprising the ground building, newsroom, computers, as well as recorders. Other facilities that form part of the physical infrastructure include air conditioners, library and scanners. The newsroom is arranged according to tasks or roles involving assignments reports, proofreaders, sub editors and

editors. The air conditioners give some amount of comfort in the newsroom while radio journalist utilize the library to conduct research, investigate, check and cross-check of facts to ensure accuracy, truth and balance in the news presentation. Sam (2006) notes that ideally, there may be quality writers and radio presenters who will positively influence news gathering and presentation but this is most likely to materialize with the provision of these physical facilities as indicated above.

Garnett (1973) states that although the dissemination of information and opinions by electronic means is a novelty, the recent upsurge in the use of micro-computers, network systems, satellite communication and other aspect of the technology means that many organisations are now in a position to communicate via these media. A few organisations make use of video facilities to broadcast information such as a revised pension scheme or a statement of progress in world markets. Such communication is only one way. However, interactive methods are available, which will enable recipient have their view and impressions by return to the communicator.

Table 1: Types and uses of equipment for radio broadcasting

Equipment	Main Features	Uses
Microphone	<ul style="list-style-type: none"> • Device for converting acoustic power into electrical power. • An instrument for magnifying small sounds or for transmitting sounds. 	<ul style="list-style-type: none"> • It changes sound waves into vibration of electrical current. • It is used for broadcasting. • It is used in a wide range of applications such as public address system, reinforcement, security industrial control. • Plenty of good sound can be produced using portable, mixers, amplifiers, speakers and keyboards.
Portable DAT Recorder	<ul style="list-style-type: none"> • It records high quality sound. • It has the means to monitor and play back through headphones. 	<ul style="list-style-type: none"> • Better result can be achieved if one can build a front and rear frame on to batteries. • It makes use of all available tracks. • A tape recording- plays back.
Multi Track Recorder	<ul style="list-style-type: none"> • It has multi track tape recorders, portable mixers and cassette based multi track recorders which combine the mixing and recording functions. • It allows different sound to be laid individually on separate tracks. • It can be laid down simultaneously or one at a time. This allows the tracks to be mixed, either on a separate mixing disk or on the built-in mixing facility. 	<ul style="list-style-type: none"> • Track of sound can be made one at a time and then laid on the first track and then played it back while laying the second and the third while listening to the first two and the same with fourth. • The first three tracks are ‘bounced’ onto the fourth track by routing them through track four, mixing them and the remainder recorded the results onto the fourth track. It can then erase the first three tracks and re-used.

Table 1: Types and uses of equipment for radio broadcasting (Continues)

Mixing Desk

- The heart of any studio operation is the mixing desk; it is sometimes referred to as the console or the desk.
- The mixing desks consist of control for adjusting the different input. Each sound, keyboard and voice can change each column correspondent to one input channel.
- It is used to balance and mix two or more sounds sources.
- Microphones, DCs and Tape Recorders. Samples effects unit and the musical instrument can be used for mixing desk.

Source: Adapted from Morrissey and Warr, (1997)

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter presents the procedures adopted in undertaking the study. It covers the study area, research design, study population, sample size and sampling procedure, instrumentation and data analysis.

Study area

The study area is in the Cape Coast Metropolis, specifically at First Ridge, a suburb of Cape Coast. It shares a common boundary with Mfantshipim School and Kotokuraba Market area, a walking distance from the Central Regional offices of the Electricity Company of Ghana. The residents of the area in study are mainly of the working class consisting workers in the Government Ministries, Corporations, Government departments, Teachers, businessmen and women, nurses and self- employed.

The modes of operation and programme presentation or broadcasting within the various regional branches of the Ghana Broadcasting Corporation are almost similar but the researcher is more interested in the GBC, Central Regional branch. This branch is the oldest and the foremost broadcasting station in Gold Coast now Ghana. Currently it has staff strength of 61. There are six departments namely; Programmes, Technical Production, Marketing, Administration, News and Television and Accounts. It is the aim of GBC as a

National Service Provider, its programmes must be educative, entertaining, informative and the development of society. The station is inundated by complaints from listeners about programmes that are aired. Such complaints include the poor use of unethical language (local or English), non-radiogenic voices of some presenters, as well as airing of songs considered by a larger society as unprofessional. Others include ill-researched news bulletins and poaching of programme presenters by the private radio station.

Research design

The descriptive survey design was employed for the design. Descriptive studies indicate how data are collected, organised and displayed in tables and graphs (Gordon and Gordon, 1994). Cohen and Marion (1994) note that descriptive surveys gather data at a particular point in time with the intention of describing the nature of existing conditions or identifying standards against which existing conditions can be compared, or determine the relationships that exist between the events. In descriptive survey, the collection of information typically involve one or more of the following data gathering techniques: structured or semi-structured interviews, self completion or postal questionnaire, standardized tests of attainment or performance and attitude scales. This is designed to obtain pertinent and constructive information provided by the respondents through interview, questionnaire and observation.

A descriptive study chronicles interprets and present the result as it is. It is concerned with conditions or relationship that exist, opinions that are held, processes that are going on, effects that the evident or trends that are

developing (Wallen and Fraenkel, 1993). The purpose of descriptive research is to document aspect of a situation as it naturally occurs and observe. There are after the difficulty of ensuring that the questions to be answered or statement to be responded to using the descriptive design are clear and not misleading because survey results can vary significantly depending on the exact word of questions or statement. To solve this problem, items on the questionnaire found to be ambiguous and contained trivialities during the pre-test stage were reviewed and modified. The data were organised and presented systematically such that valid and accurate conclusion was drawn from them.

Study population

The study population was made up of 61 people. It comprised all radio presenters at the Cape Coast Branch of the Ghana Broadcasting Corporation as well as management members made up of the Regional Director, Administrator, the Head in charge of Programmes and Technical Production Head. The Head of the GBC Training School based in Accra was also involved in this study. This is because the Head of the GBC Training school trains the entire GBC presenters, hence his inclusion in this research.

Sample and sampling procedure

In selecting the sample, the stratified sampling method was used. Mitchell and Janina (1988) indicate that stratified sampling technique is used to divide the target population into sub-population (strata) on the basis of supplementary information. Each group contains subjects with similar

characteristics. A stratified sample is employed when there is a need to represent all groups of the target population in the sample, and when the researcher has a specific interest in certain strata (Sarantakos, 2004). Using this method is very economical, offers accurate results and a high degree of representativeness.

The accessible target population comprised all top Management, Head of GBC Training School, Senior Programme Presenters, Senior Supporting Staff and Junior staff employed by the Ghana Broadcasting Corporation, Cape Coast Branch. This implied that Part-time presenters, contributors to various radio programme and all those who produce programmes but are not fully employed by GBC, Cape Coast branch were excluded from the study. This category of personnel might not be able to give accurate responses to the subject of investigation. Also, they have little or no experience or exposure in the presentation of radio programmes.

Table 2: Distribution of the target population and sample

Target respondents	Population	Sample	Percentage
Senior supporting members	20	15	33.3
Senior programme presenters	14	14	31.1
Management members	10	10	22.2
Junior members	16	5	11.2
Head of GBC Training School	1	1	2.2
Total	61	45	100.0

Source: Field survey (2009)

In every research, the researcher needs to select a sample using appropriate sampling technique. Out of the entire target population of 61, a sample size of 45 was selected. This comprised a selected staff of Ghana Broadcasting Corporation, Cape Coast Branch as shown in Table 2. About 33.3 percent of the respondents were Senior Supporting Staff, 31.1 % were Senior Programme Presenters and 22.2% were management members.

Instrumentation

Data were collected from both primary and secondary sources. The main instrument used for the primary data collection was the questionnaire. Three questionnaires made up of both open and closed ended questions were designed for management members, senior staff and junior staff. The open ended questions were meant to allow the respondents a maximum room to provide answers in the way they considered most appropriate. The closed ended questions were also meant to know the extent of agreement in their thought patterns and the relationships shared by the respondents.

Section A of the questionnaires covered issues related to the personal information including sex, age, marital status, level of education attainment and position. Section B dealt with recruitment and selection while section C covered in-service training. Sections D, E, and F covered salaries and wages, incentive and welfare packages and logistics and equipment respectively.

Cohen and Marion (1994) indicate that questionnaire tends to be more reliable since its anonymity encourages greater honesty than interview. The questionnaire was designed based on the related literature reviewed and the research questions raised.

The researcher, with the help of two assistants, administered the instruments to the staff in various departments of Ghana Broadcasting Corporation, Cape Coast Branch. The respondents were given three days to complete the questionnaire for collection. All the instruments given to the respondent were collected, thereby registering 100 percent response rate.

Data analysis

The descriptive method of analysing data was employed in the study. The data collected were collated by transcription, editing and coding. The closed ended questions were pre-coded while the open-ended questions were transcribed and then coded. The responses were analysed using the Statistical Product for Service Solutions (SPSS, version 18). Descriptive statistics were used to summarise the data collected for the study with results presented in a form of percentages, tables, graphs and charts.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents results and discussion of the study. The issues presented are characteristics of the respondents, recruitment and selection, in-service training for supervisors, salaries and wages for presenters, welfare and incentives packages for workers of Ghana Broadcasting Corporation and provision of logistics and equipment.

Characteristics of respondents

This section presents the characteristics of the employees of Ghana Broadcasting Corporation, Cape Coast in terms of sex, age, level of educational background, position and number of years served by the respondents.

Sex of respondents

Of the 45 respondents 15.6 percent were females while 84.4 percent were males as shown in Table 3. This was because there were fewer females in the population investigated.

Table 3: Distribution of respondents by sex

Respondents	Male	Female	Total
Management members	9 (90.0)	1 (10.0)	10 (100.0)
Senior staff	26 (86.7)	4 (13.3)	30 (100.0)
Junior staff	3 (60.0)	2 (40.0)	5 (100.0)
Total	38 (84.4)	7 (15.6)	45 (100.0)

Note: Figures in parentheses are row percentages.

Source: Field survey (2009)

In Table 3, the majority of the male employees cut across all the three categories of staff. This indicates that in the Cape Coast Branch of the Ghana Broadcasting Corporation, the male employees outnumber their female counterparts. This situation may be attributed to the nature of the job in Ghana Broadcasting, which favours more males than females. The job seems to be tedious and time consuming.

Age of respondents

Data in Table 4 indicate that a total of 17 (37.7%) respondents were above 50 years, 12 (26.7%) were within 46-50 years and 7 (15.6%) were within 36-40 years. Only 2.2 percent of the respondents were between 41-45, an age range where most people would settle in a job, whilst 11.1 percent of the respondents fall within the 26-30 years range. The reason for the low percentage in 41-45 age range may be ascribed to the high rate of attrition from the seeming low salaries in the public sector (with GBC not being an exception) to a relatively more “paying” private sector.

Table 4: Distribution of respondents by age

Age (years)	Management members		Senior staff		Junior staff		Total	
	F	%	F	%	F	%	F	%
	26-30	0	0	2	6.7	3	60	5
31-35	0	0	3	10.0	0	0	3	6.7
35-40	1	10	6	20.0	0	0	7	15.6
41-45	1	10	0	0.0	0	0	1	2.2
46-50	4	40	7	23.3.0	1	20	12	26.7
Above 50	4	40	12	40.0	1	20	17	37.7
Total	10	100	30	100.0	5	100	45	100.0

Source: Field survey (2009)

Educational background of respondents

The levels of educational attainment of the respondents is presented in Table 5. For ease of presentation and analysis, the levels have been grouped into four: Basic; comprising holders of Middle School leaving Certificate (MSLC) and Basic Education Certification Examination (BECE); Secondary made up of holders of GCE A' Level Certificate and Senior High School Certificate, and Post Secondary comprising holders of Royal Society of Arts (RSA), and Higher National Diploma (HND) Certificates and Diploma in Journalism Certificates. The fourth, tertiary, is made up respondents with at least first degree.

Table 5: Level of education of respondents by staff class

Educational level	Management members		Senior staff		Junior staff		Total	
	F	%	F	%	F	%	F	%
	Basic	0	0	0	0	3	60	3
Secondary	0	0	0	0	2	40	2	4.4
Post Secondary	1	10	3	10	0	0	4	8.9
Tertiary	9	90	27	90	0	0	36	80.0
Total	10	100	30	100	5	100	45	100.0

Source: Field survey (2009)

From Table 5, 80 percent of the respondents had attained tertiary education. This implies they have first degrees and above in their respective fields of specialization. However, three respondents representing 6.7 percent have either the Middle School Leaving Certificate or the Junior High School Certificate. The results indicate that GBC Cape Coast Branch has the majority of employees with first degrees and above. The data indicate a highly literate work force that can carry out the duties very well.

The results in Table 6, show that 20 of the respondents have served in GBC for between 11 and 15 years, closely followed by 15 employees who have worked for 26 years and above. However, 3 respondents have served for 21-25 years. The implication is that all the selected employees had stayed on their jobs for more than five years.

Table 6: Number of years served by class of respondent

Age (years)	Management members		Senior staff		Junior staff		Total	
	F	%	F	%	F	%	F	%
	6-10	0	0	0	0	3	60	3
11-15	3	30	15	50.0	2	40	20	44.4
16-20	2	20	2	6.6	0	0	4	8.9
21-25	0	0	3	10.0	0	0	3	6.7
26-30	4	40	5	16.7	0	0	9	20.0
31-35	1	10	5	16.7	0	0	6	13.3
Total	10	100	30	100.0	5	100	45	100.0

Source: Field survey (2009)

Recruitment and selection of presenters

This section presents discussion on the recruitment and selection of presenters in GBC. Recruitment is the process of generating a pool of qualified applicants for an organisational job (Mathis and Jackson, 1994). The study sought to find out from the management members, how recruitment and selection of presenters had been done in GBC. The sources of recruitment and selection were both internal and external as shown in Table 7.

Table 7: Sources of recruitment and selection of presenters in GBC

Source	Frequency	Percentage
Internal	5	50
External	2	20
Both	3	30
Total	10	100

Source: Field survey (2009)

The results show that recruitment and selection of presenters were largely done through the internal sources. About half (50%) of the management members reported internal sources, while (30%) a third reported both internal and external sources. The external source of recruitment and selection registered 20 percent. It could be concluded that even though both internal and external sources were used, the Ghana Broadcasting Corporation relies heavily on the internal sources for recruiting and selecting presenters.

For a person to be employed as a presenter by the GBC Cape Coast Branch, 60 percent of the management members reported that one must be a University graduate as shown in Table 8.

Table 8: Educational qualification for employment as presenters in GBC

Educational Level	Frequency	Percentage
University Graduate	6	60
Senior High School	3	30
Degree/Diploma in Journalism	1	10
Total	10	100

Source: Field survey (2009)

However, three (30%) of the management members stated that Senior High School Certificate qualifies one for employment as a presenter in GBC. Regarding factors considered by management members of GBC in recruiting and selecting presenters, respondents mentioned five factors as presented in Table 9.

Table 9: Factors considered by management members in recruitment and selection of presenters in GBC

Factors	Frequency	Percentage
Educational Background	10	31.3
Ability to deliver	9	28.1
Working Experience	6	18.8
Expertise in a Specific Field	4	12.5
Managerial Skills	3	9.3
Total	32	100.0

Note: Total numbers of responses were more than total number of respondents due to multiple responses

Source: Field survey (2009)

Over 30 percent (31.3%) of the respondents considered educational background as an appropriate factor in recruiting and selecting presenters for GBC. Thus, all the management members cited educational background as an important factor in the recruitment and selection process. Ability to deliver a quality programme comes after the educational background in recruitment and selection process was cited by 90 percent of the management which is 28.1 percent of the responses. The other factors were working experience (18.8%), expertise in a specific field (12.5%) and managerial skill (9.4%). About 63.3 percent of the senior staff reported that Heads of Department were involved in the recruitment and selection of presenters for GBC. However 36.7 percent of the respondents were of the view that recruitment and selection of presenters were done without involving the Heads of Department. About 40 percent of the sampled junior staff of the corporation said that recruitment and selection

of presenters for GBC was mainly done by management members. However 20 percent each of the remaining three respondents indicated that it was done by Board of Directors, Director General and Regional Directors respectively as shown in Table 10.

Table 10: Source of recruitment and selection of presenters in GBC

Source	Frequency	Percentage
Board of Directors	1	20.0
Management Members	2	40.0
Director-General	1	20.0
Regional Directors	1	20.0
Total	5	100.0

Source: Field survey (2009)

Another sought to find out whether presenters of radio programmes have basic knowledge before recruitment and selection are done. Three (60%) sampled presenters reported that they had basic knowledge before they were recruited and selected while the remaining two (40%) had no knowledge.

In-service training for presenters

This section presents the data and discussion on the impact of in-service training programmes on the knowledge and skills of supervisors in the Ghana Broadcasting Corporation. The study found out from the management the forms of in-service training they often organise for presenters. The various forms of training programmes are presented in Table 11.

Table 11: Forms of Training programmes organise for presenters in GBC

Forms	Frequency	Percentage
On- the -job training	6	40.0
Off- the- job training	4	26.6
Orientation and refreshers courses	3	20.0
Formal training	1	6.7
Short term training programme	1	6.7
Total	15	100.0

Note: Total number of responses was than the total number of respondents due to multiple responses

Source: Field survey (2009)

Over 40 percent (42.9%) of the management members indicated that on the job training is offered for presenters in GBC. Approximately 27 percent (26.6%) of the management reported that GBC offers orientation and refresher courses for its presenters. A related question to the form and types of training offered to staff was the components of in-service training programmes for presenters which is presented in Table 12.

Table 12: Components of in-service training programmes for presenters

Components	Frequency	Percentage
Designing of quality programmes	4	26.7
Development of talent & skills	3	20.0
Script writing, editing & presentation	3	20.0
Presentation of on-air programme	3	20.0
Handling of studio equipment	2	13.3
Total	15	100.0

Note: Number of responses was more than the total number of respondents due to multiple responses

Source: Field survey (2009)

Almost 27 percent (26.7%) of the management members indicated that the major component of in-service programmes for presenters is designing of quality programmes. A fifth (20%) of the respondents indicated that development of talents and skills, script writing, editing and presentation, and presentation of on-air programmes represent 20 percent each of in-service training programmes component. Management were asked to indicate the effects of in-service training programme on the quality of work. The result is presented as Figure 2.

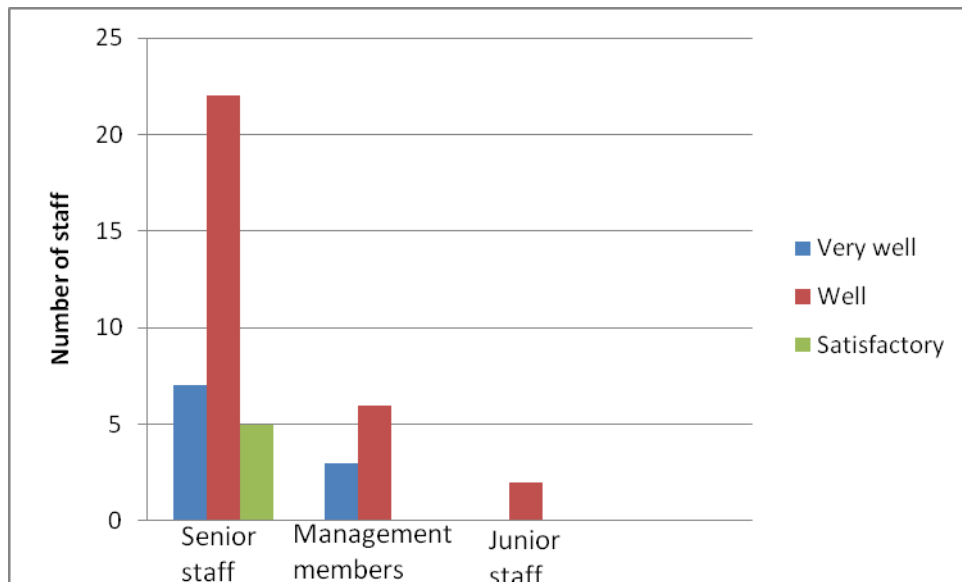


Figure 2: Effects of training programme on the quality of work

Source: Field Survey (2009)

About 7 management members said that effects of training programme on the quality of work was very well while three of them indicated well. All the 22 senior staff indicated very well. Six (6) the senior staff also said well, while two (2) indicated satisfactory. All the junior staff said that the effect of training programme on the quality of work was very well.

Salaries and wages of presenters

This section presents the data and discussion on the salary and wage levels for presenters in GBC. On efforts to rectify the comparatively low level of wages and salaries paid to presenters. Figure 3 shows the details.

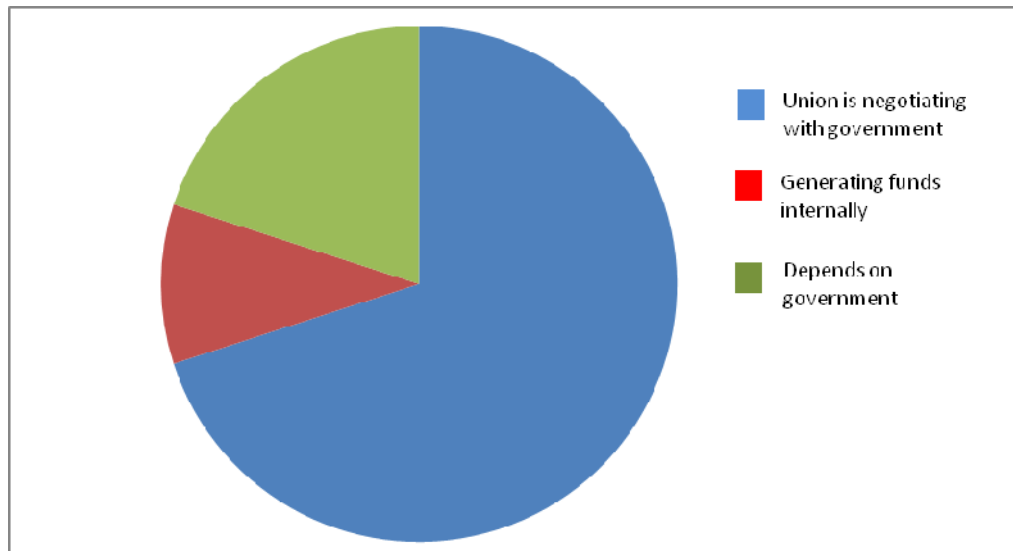


Figure 3: Status of rectifying low level of wages and salaries paid to presenters

Source: Field survey (2009)

About seven (70%) of the management member cited union is negotiating with government as state/status of the efforts to rectifying low level of wages and salaries paid to presenters. However, 20 percent of the respondents were of the view that generating funds internally was an effort to rectifying low level of wages and salaries paid to presenters.

Presenters in various radio stations in Cape Coast and Elmina were interviewed about their monthly income level which is presented in Table 13.

Table 13: Monthly income of presenters by radio station in Cape Coast and Elmina

Radio	Monthly Income (GH¢)	Average Monthly Income (GH¢)
Radio Central	200-400	300
ATL FM	150-250	200
Eagle FM	100-200	150
Yes FM	100-300	200
Ahomako FM	50-150	100
Total	-	190

Source: Field Survey (2009)

An assessment of salaries and wages paid to presenters in radio stations at Cape Coast and Elmina indicated that presenters of Radio Central were paid an average monthly salary of GH¢300 (Three hundred Ghana Cedis) while presenters of ATL and Yes FM received GH¢200 (Two Hundred Ghana Cedis) respectively. The respondents indicated that presenters in Eagle FM and Ahomaka FM were paid GH¢150 (one hundred fifty Ghana Cedis) and GH¢100 (one hundred Ghana Cedis) respectively. The study sought to find out from the respondents the influence of wages and salaries on presenter's performance as shown in Table 14.

Table 14: Influence of wages and salaries on presenters' performance

Category	Yes		No		Total	
	F	%	F	%	F	%
Management members	7	24.1	3	18.8	10	22.2
Senior staff	18	62.1	12	75	30	66.7
Junior staff	4	13.8	1	6.3	5	11.1
Total	29	100	16	100	45	100

Source: Field Survey (2009)

From Table 14, 29 respondents indicated that wages and salaries influence presenters' performance because many good presenters leave the corporation to other media houses which pay them higher wages and salaries. However, 16 respondents said that wages and salaries do not influence the work of presenters. According to Needle (1999), an important aspect of the interaction of labour and production is the issue of wages. Pay acts as an incentive for the individual worker to participate in the production process and may also be used by management as a control device.

The senior and junior staff was asked whether salary levels and wages influence performance of presenters. The results are presented in figure 4. A total of 11 respondents indicated that wages and salaries paid to presenters were good, whilst 16 said it was satisfactory. Combining the two categories (Good and satisfactory) gives an indication that presenters of GBC are relatively paid well. However, 8 respondents reported that wages and salaries were unsatisfactory. This might be because compared to other organisations (especially the private stations) in the broadcasting industry, the wages and salaries of presenters of GBC were low. This probably accounted for the drift from GBC to some of these private stations. Miller (1978) notes that demands for higher salaries are not often made from an analysis of the relationship of

productivity to pay. Rather, employees believe that if they are paid more, they will feel better.



Figure 4: Senior and junior staff views about wages and salaries levels of presenters

Source: Field survey (2009)

Incentives and welfare packages for GBC workers

One of the objectives of the study was to explore how the incentive and welfare packages of the Ghana Broadcasting Corporation have been able to meet the needs and aspiration of staff. The various categories of respondents were asked to indicate their views as to whether their needs and aspiration have been met by the incentive and welfare system. Table 5 illustrates the responses. The results indicate that 38 (84%) of the respondents reported that GBC had put in place welfare and incentives packages for its presenters. However, 7 (16%) of the respondents reported otherwise.

Table 15: Types of welfare and incentives packages for GBC workers

Category	Management		Senior		Junior		Total	
	members		staff		staff			
	F	%	F	%	F	%	F	%
Funeral Allowance	10	22.2	28	26.9	5	62.5	43	27.4
Transfer Grant	10	22.2	15	14.4	0	0	25	15.9
Medical Care	8	17.8	25	24	3	37.5	36	22.9
Commissions	0	0	10	9.6	0	0	10	6.4
Overtime	9	20.0	20	19.2	0	0	29	18.5
Transportation/fuel	8	17.8	6	5.8	0	0	14	8.9
Total	45	100	104	100	8	100	157	100

Note: Number of responses was more than total number of respondents due to multiple responses

Source: Field survey (2009)

Table 15 shows that there were six types of welfare and incentives packages for workers of GBC. There were transfer grants, medical care, funeral allowances, commissions, overtime and transport/fuel allowances. About 27 percent of the responses indicated that funeral allowances were offered to workers. This is followed by medical care which had 36 (23%) respondents and payment of overtime claims which recorded 29 (18%). Significantly no management as well as junior staff indicated that commission were paid. In the view of Noe et al (1996), incentives and benefits have important roles in implementing an organisation's strategies. A high level of incentive and benefits relative to that of competitors can ensure that the company attracts and retains high quality employees, but this can have negative impact on the company's overall labour force.

Equipment and logistics

This section examines the data and discussion on logistics and equipment available for use by presenters of GBC and also how the provisions of these logistics and equipment enhanced the presenters' performance. To answer the research questions on logistics and equipment an attempt was made to determine the type of logistics and equipment available. The result is presented in Table 16.

Table 16: Types of logistics and equipment available

Types	Management		Senior		Junior		Total	
	Members		staff		staff			
	F	%	F	%	F	%	F	%
Microphones	10	29.4	30	23.6	3	17.6	43	24.2
Mixing disk	8	23.5	26	20.5	4	23.5	38	21.3
Portable DAT								
Recorder	8	23.5	23	18.1	4	23.5	35	19.6
Input selector	2	5.9	27	21.3	3	17.6	32	18.0
Multi tracker								
selector	6	17.6	21	16.5	3	17.6	30	16.9
Total	34	100.0	127	100	17	100	178	100

Note: Number of responses was more than total number of respondents due multiple responses.

Source: Field survey (2009)

Table 16 indicates that microphones were the most common type of logistics and equipment available with a frequency of 43 (24.2%). Other types of logistics and equipment included portable DAT recorder (19.6%), mixing

disk (21.3%), input selector (18%) and multi tracker selector (16.9%). Garnett (1973), states that although the dissemination of information and opinions by electronic means is a novelty, the recent upsurge in the use of micro-computers, network system, satellite communication and other aspects of technology means that many organisations are now in a position to communicate via these media.

Having identified the types of logistics and equipment available, the next step was to determine how the provision of such logistics and equipment enhance the performance of presenters. (see Table 17).

Table 17: Requisite logistics and equipment which enhance presenters' performance

Category of Output	Management members		Senior staff		Junior staff		Total	
	F	%	F	%	F	%	F	%
	Wider Coverage	4	40	14	46.6	3	60	21
Good output	5	50	11	36.7	1	20	17	37.8
Good sound quality	1	10	5	16.7	1	20	7	15.6
Total	10	100	30	100.0	5	100	45	100.0

Source: Field survey (2009)

The provision of requisite logistics and equipment gives GBC programmes wider coverage and this enhances the performance of presenters. This is indicated by 21 (46.6%) out of the total respondents. Following closely was the provision of good output of programmes which had 38 percent. Good sound quality, however, represents only 7 (16%) respondents. This indicated

that where requisite logistics and equipment were provided presenters' performance were enhanced especially, by the wider audience coverage that their programmes receive. In the opinion of Hernritz et al (1991), logistics involve process of planning, implementing and controlling the efficient cost-effective flow and storage of raw materials in process inventory, finished goods and related information from the point of origin to the point of consumption for the purpose of conformity to customer requirements.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the summary of the study, draws some conclusions and offers recommendations and outline areas for further research.

Summary

The study set out to find out how the Ghana Broadcasting Corporation, Cape Coast Branch manages its human resources for presentation of radio programmes. The components of managing human resource to enhance the presentation of radio programmes included recruitment and selection, salary and wage administration, welfare incentive packages and the role of equipment and logistics in an organisation.

The descriptive survey research design was chosen for the study. The design indicated how data were collected, organized and displayed in tables and graphs. It describes and interprete what naturally occurre and observed. However, there was the difficulty of ensuring that questions designed for respondents were clear and not misleading to have the right responses to answer the questions raise by the study.

The study population was made up of 61 people. Stratified sampling technique was used to divide the target population into sub-population (strata) and 45 respondents were sampled using the simple random sampling

technique. The sampled respondents comprised ten (10) management members, 30 senior staff and five junior staff. Three sets of questionnaires were administered to the corresponding categories of the respondents (see Appendices).

The main findings of the study are:

- Recruitment and selection of presenters were done internally. About half (50%) of the management members reported internal sources while a third (30%) indicated both internal and external sources. This was because presenters were first taken as contributors and guest artistes to learn how to handle programmes in terms of presentation before they were employed to become regular staff or permanent staff;
- Monthly salary paid to presenters in Cape Coast and Elmina indicated that presenters in Radio Central were paid higher salary than other private media houses;
- Management members, senior and junior staff indicated their awareness of the existence of welfare and incentive packages in the Ghana Broadcasting Corporation. The welfare and incentive package in place are transfer grants, medical care, funeral allowances, commissions, overtime allowance and transportation/fuel allowance;
- The greatest beneficiaries of the welfare system were the senior and junior staff. The welfare system helped to improve conditions of service for the senior and junior staff, particularly the junior staff. Promotion of the well-being of staff were often enhanced through

union negotiations. The system has little to do with the management members.

- Management members cited on and off- the job trainings, orientation and refreshers courses, formal training and short term training programme as the type/form of training programmes offered for presenters in GBC, Cape Coast Branch. This is because the nature of work at GBC demands constant training to make presenters perform the daily activity perfectly and professional; and
- All three categories of respondents indicated that if requisite logistics and equipment were provided to presenters, quality programme with wider audience coverage could be achieved. This comes into play because in GBC the core activity is presentation of programmes. This demands modern state of art equipment and machines to produce quality programmes.

Conclusions

The objective of management of human resource to enhance workers presentation of radio programmes has not been fully achieved. This is because recruitment of presenters is mainly done internally. This limit brings in new ideas into the operation of radio presentation.

Even though salaries and wages paid to presenters in Ghana Broadcasting Corporation, Cape Coast Branch was higher than privately owned radio stations in Cape Coast and Elmina, turnover of presenters in GBC was higher. This is because presenters always expect higher salaries and wages from their employers.

Training programmes have been described as excellent but presenters were exposed to only local trainings. Presenters had not been exposed to foreign training programmes and this limited in knowledge about modern trends in the radio industry. Again, training programmes were organised for presenters but left out the technical crew who manned the equipment of the station. The welfare facilities were assessed by all the respondents but there was no clearly defined decision on welfare policy with regard to its operations.

Recommendations

From the findings of the study, the following recommendations are made to enhance the management of human resource for presentation of radio programmes:

- Though internal recruitment is important, it limits new ideas and talents in the presentation of radio programmes in the corporation. Therefore, management should consider outsiders who are qualified to host programmes in order to bring new ideas into the presentation of radio programmes;
- The management and government should revise upward the salaries and wages paid to staff of GBC to meet the demands of the time. Other incentives should be made available to attract and reduce labour turnover of the presenters;
- Presenters should be exposed to international stations like British Broadcasting Corporation, Voice of America and Deutsche Weller in Germany to study modern ways of presenting radio programmes;

- Training programmes should be expanded to cover technical staffs who handle studio equipment to be able to service and repair any equipment that may develop fault and do any installation in GBC studios.

Areas for further studies

This particular research was limited to managing human resource for presenters of radio programmes only. Even though the results could be generalised to cover all the 10 Regional Radio Stations in Ghana, an in depth study which will cover the nine other Regional Radio Stations taking into consideration their peculiarities will be welcomed. Other areas that can be considered for further study should include capacity building of top management to help the corporation achieve its mission and vision statement, and the management of technical staff as well as administration staff towards the presentation of quality programmes.

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APPENDIX 1

QUESTIONNAIRE FOR MANAGEMENT MEMBERS

This questionnaire is part of a research submitted to the Institute for Development Studies of the University of Cape Coast in partial fulfilment of the requirements for the award of a Master of Arts degree in Human Resource Management. All information supplied will be used purely for academic exercise and will be treated as highly confidential. Your candid response will be very much appreciated.

Directions: You are kindly requested to **tick (√)** the box corresponding to your choice(s) or write the requested information in the appropriate space provided.

Section A: Personnel Information

1. Sex a. Male[] b. Female[]
2. Age (years)
 - a. 21 – 25 [] b. 26 – 30 []
 - c. 31 – 35 [] c. 36 – 40 []
 - d. 41 – 45 [] e. 46 – 50 []
 - f. above 50 []
3. Marital status
 - a. Single [] b. Married []
 - c. Divorced [] d. Others (specify)
4. Level of educational attainment
 - a. JHS/MSLC [] b. SHS []

c. Tertiary [] d. Others(Please specify).....

5. How many years have you been working in GBC?

- a. 10 – 15 [] b. 16 – 20 [] c. 21 – 25 []
- d. 26 – 30 [] f. 31 – 35 [] e. above 40 []

6. Position?

- a. Head of Programmes [] b. Head of Marketing []
- c. Head of Technical Service [] d. Head of Human Resource []
- e. Head of Accounts [] f. Head of News []

Section B: Recruitment and Selection

7. How is recruitment and selection of presenters done in GBC?

- a. Internal Source [] b. External Source []

8. What is the best educational qualification for employment as a presenter in GBC?

- a. SHS [] b. HND []
- c. Graduate [] d. Others

9. Which of the following do you consider in the recruitment and selection of presenters in GBC? (tick as many as appropriate)

- a. Educational background [] b. Working experience []
- c. Expertise in a specific field [] d. Managerial Skills []
- e. Succession planning [] f. Ability to deliver []

10. Does the organisation outsource the recruitment and selection process?

- a. Yes [] b. No []

Section C: In-Service Training

11. Do you offer in-service training programmes for presenters in GBC?

- a. Yes []
- b. No []

12. If **Yes**, what forms of training programmes do you offer?

- a. On the job training []
- b. Formal training []
- c. In service training []
- d. Seminars and workshops []

13. If No why?.....

14. Who determines the in-service training programmes for presenters in GBC?

- a. Management []
- b. Regional director []
- c. Head of programmes []
- d. Presenter []

15. What goes into the training programmes for presenters?

.....

16. How often are presenters offer in-service training? (tick as many as possible)

- a. Once a year []
- b. Twice a year []
- c. Three times a year []
- d. Every quarter []
- f. others (specify).....

Section D: Salaries and Wages

17. Are presenters paid enough to perform well?

- a. Yes []
- b. No []

18. If **Yes** how are salaries and wages presenters determined?

.....

19. If No to the above, what is management doing about it.....

20. What other incentive packages are given to presenters?

- a. bonus []
- b. Commissions []
- c. leave allowance []
- d. over time []

Section E: Incentives and Welfare Packages

21. Does GBC provide presenters with welfare and incentive packages?

- a. Yes []
- b. No []

22. If yes, what is your opinion on incentive and welfare packages?

- a. Good []
- b. Very Good []
- c. Fairy Good []
- d. Poor []

23. Is the incentive and welfare packages enhance the efficiency of presenters?

- a. Yes []
- b. No []

24. If yes, how?.....

25. If No, give reasons.....

26. Are the incentive and welfare system helping to attract quality presenters into the GBC?

- a. Yes []
- b. No []

27. Please give reasons.....

Section F: Logistics and Equipment

28. What type of logistics and equipment do your presenters have? (tick as many as possible)

- a. A portable DAT Recorder []
- b. Microphones []

- c. Mixing Disk []
- d. Input selector []
- e. Multi-tracker recorder []

29. What is your view on the adequacy of such the logistics?

- a. Good [] b. Very Good [] c. Fairy Good []
- d. Poor [] e. other (specify)

30 Do the logistics and equipment offer competitive edge over other stations?

- a. Yes [] b. No []

31. If Yes, explain.....

32 If No, give reasons.....

33. Do you think that, the logistic and equipment enhance presenters performance?

- a. Yes [] b. No []

APPENDIX 2

QUESTIONNAIRE FOR SENIOR STAFF

This questionnaire is part of a research submitted to the Institute for Development Studies of the University of Cape Coast in partial fulfilment of requirements for the award of a Master of Arts degree in Human Resource Management. All information supplied will be used purely for academic exercise and will be treated as highly confidential. Your candid response will be very much appreciated.

Directions: You are kindly requested to **tick (√)** the box corresponding to your choice(s) or write the requested information in the appropriate space provided.

Section A: Personal Information

1. Sex a. Male [] b. Female []
2. Age (years)
 - a. 21 – 25 [] b. 26 – 30 []
 - c. 31 – 35 [] c. 36 – 40 []
 - d. 41 – 45 [] e. 46 – 50 []
 - f. above 50 []
3. Marital Status
 - a. Single [] b. Married []
 - c. Divorced [] d. Others (specify).....
4. Level of Educational attainment
 - a. JHS /MSLC []
 - b. SHS /SSS []

- c. Tertiary []
- d. Others (Please Specify).....

5. Position?

- a. Chief Controller of Programmes []
- b. Senior Editor []
- c. Chief Marketing Officer []
- d. Senior Administrative Officer []

6. How many years you have been working in GBC?

- a. 10 – 15 [] b. 16 – 20 [] c. 21 – 25 []
- d. 26 – 30 [] f. 31 – 35 [] e. above 40 []

Section B: Recruitment and Selection

7. Are the Heads of Department involved in the recruitment and selection procedures?

- a. Yes [] b. No []

8. Please give reasons.....

9. Are recruitment and selection in the GBC based on merit and laid down procedure?

- a. Yes [] b. No []

10. Please give reasons.....

11. The general employment conditions of the GBC can be described as:

- a. Satisfactory [] b. Not Satisfactory []

- c. Fair [] d. Poor []

Section C: In-service training

12. Are in-service training programmes held for senior staff?

- a. Yes [] b. No []

13. If yes, why?.....

14. If No, give reason.....

15. Who determines the in-service training programmes?

- a. Management staff [] b. Senior Staff []
c. Junior Staff []
d. Management in collaboration with other staff members []

16. Which of the following areas/topics are covered during the in-service training programmes? (tick as many as possible)

- a. Handling of programmes [] b. Lifting of the script []
c. Control of studio equipment [] d. Writing of News and Stories []
e. Editing reports []
f. Others (specify).....

17. Are in-service training programmes done by senior staff?

- a. Yes []
b. No []

18. How well have in-service training programmes benefited or enhance your performance

- a. Very well [] b. Well []
c. Satisfactory [] d. Unsatisfactory []

Section D: Salaries and Wages

19. Who determines salaries and wages of presenters?

- a. Government []
- b. Board of Directors []
- c. Management members []
- d. Senior Staff []
- e. GBC Union []

20. Do the salaries and wages influence the performance of presenters in GBC?

- a. Yes []
- b. No []

21. Please give reasons.....

22. Does the position of presenters determine the salary and wage in GBC?

- a. Yes []
- b. No []

23. Please, give reasons.....

24. The well being of the presenters of GBC is being promoted by the salary and wage administration:

- a. Yes []
- b. No []

25 Give reasons.....

Section E: Incentives and Welfare Packages

26. Does GBC provide presenters with welfare and incentive packages?

- a. Yes []
- b. No []

27. If Yes to the above, what type of welfare and incentive packages?

.....

28. If No, why?.....

29. Are presenters' immediate family included in the welfare packages?

- a. Yes [] b. No []

30. Does the welfare section arrange and organize the following

- a. funerals [] b. end of year party []
c. farewell party [] d. retirement benefit []
e. others, please specify.....

Section F: Logistics and Equipment

31. What types of logistics and equipment do GBC has?(tick as many as possible)

- a. A portable DAT Recorder [] b. Microphones []
b. Mixing Disk [] c. Input selector []
e. Multi-tracker recorder []

32. Do the logistics and equipment you have offer competitive edge over other stations? a. Yes [] b. No []

33. If Yes as above, please explain.....

34. If No why?.....

35. Do you think the logistics and equipment enhance presenters' performance? a. Yes [] b. No []

APPENDIX 3

QUESTIONNAIRE FOR JUNIOR STAFF

This questionnaire is part of a research submitted to the Institute for Development Studies of the University of Cape Coast in partial fulfilment of requirements for the award of a Master of Arts degree in Human Resource Management. All information supplied will be used purely for academic exercise and will be treated as highly confidential. Your candid response will be very much appreciated.

Directions: You are kindly requested to **tick (√)** the box corresponding to your choice(s) or write the requested information in the appropriate space provided.

Section A: Personal Information

1. Sex a. Male [] b. Female []
2. Age (years)
 - a. 21 – 25 [] b. 26 – 30 []
 - c. 31 – 35 [] c. 36 – 40 []
 - d. 41 – 45 [] e. 46 – 50 []
 - f. above 50 []
3. Marital status
 - a. Single [] b. Married []
 - c. Divorce [] d. Others.....
4. Level of educational attainment
 - a. JHS []
 - b. SHS []

- c. Tertiary []
- d. Others.....

5. Position?

- a. Accounts Clerk []
- b. Marketing Assistant []
- c. Administrative Assistant []
- d. Junior Reporter []
- e. Others

6. How many years have you been working in GBC?

- a. 1 – 5 []
- b. 6 – 10 []
- c. 11 – 15 []
- d. 16 – 20 []
- e. 21 – 25 []
- f. 26 – 30 []
- g. above 35 []

Section B: Recruitment and Selection

7. Who recruit and select presenters in GBC?

- a. Board of Directors []
- b. Management []
- c. Director General []
- d. Regional Directors []

8. Do you need a qualification to become a presenter in GBC?

- a. Yes []
- b. No []

9. If **Yes** to the above, what type of the following qualification do you need?

- a. JHS []
- b. SHS []
- c. Tertiary []
- d. others(please specify).....

10. Do presenters have the basic knowledge of presentation of radio programmes before employment?

- a. Yes []
- b. No []

11. If Yes, why?.....

12. If No, explain.....

Section C: In-Service Training

13. Does GBC offer in-service training programmes for presenters?

a. Yes [] b. No []

14. If **Yes** to the above, what type of in-service training programmes does

GBC provide.....

15. If No why.....

16. Who determines the in-service training programmes for presenters in

GBC?

a. Management Staff [] b. Senior Staff []

c. Junior Staff []

d. Management in collaboration with other members of staff []

17. What goes into the in-service programmes for presenters?

.....

Section D: Salaries and Wages

18. Who determines salaries and wages of presenters in GBC?

a. Government [] b. Board of Directors []

b. Management members [] d. Senior Staff []

f. GBC Union []

19. Does the salary and wage influence the performance of presenters in

GBC?

a. Yes [] b. No []

20. If Yes, how?.....
21. If No to the above, what factors also influence the presenters' performance?
22. Does the position of presenters determine the salary or wage in GBC?
- a. Yes [] b. No []

Section E: Incentives and Welfare Packages

23. Does GBC provide presenters with welfare and incentive packages?
- a. Yes [] b. No []
24. If Yes to the above, what type of welfare and incentive packages
25. If No, why?.....
26. Are presenters immediate family included in the welfare packages?
- a. Yes [] b. No []
27. Does the welfare section arrange and organize the following?
- a. funerals [] b. end of year party []
- c. farewell party [] d. retirement benefit []
- e. others, please specify.....

Section F: Logistics and Equipment

28. What types of logistics and equipment do your presenters have?
- a. A portable DAT Recorder [] b. Microphones []
- b. Mixing Disk [] d. Input selector []
- e. Multi-tracker recorder []

29. Do the logistics and equipment offer competitive edge over other stations?

- a. Yes [] b. No []

30. Please explain

31. Do you think the logistics and equipment enhance presenters' performance?

- a. Yes [] b. No []